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ABSTRACT

Intended for those new to the study of organizational communication, this revised annotated bibliography cites books and articles selected on the basis of clarity and comprehensiveness in providing background material or critical perspectives on organizational communication. The 27 citations in the bibliography focus on original literature (excluding current textbooks), theoretical considerations (excluding communications management and how-to-do-it), and general concepts (excluding specific concerns). (SKC)

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ORGANIZATIONAL COMMUNICATION

A Selected, Annotated Bibliography, Revised Edition

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This is a revised edition of a bibliography of basic resources for the person new to the study of organizational communication. Books and articles were selected for inclusion on the basis of clarity and comprehensiveness in providing background material and/or critical perspectives. This bibliography focuses on original literature (excludes current textbooks), theoretical considerations (excluces Communications management and how-to-do-it), and general concepts (excludes specific concerns, i.e. report writing, interviewing). Inclusions are appropriate as supplementary readings for courses in Organizational Communication.

I. The Literature of Organizational Communication

Reviews:

Guetzkow, Harold. "Communications in Organizations," Chapter 12 in March, James G., ed. Handbook of Organizations (Chicago: Rand McNally College Publishing Company, 1965), pp. 534-573.

This review of research on the operations of internal communication systems focuses on message flows, message contents, and the interdependent relationship of flows and contents to organizational task performance.

Pietri, Paul H., Robert D. Hay, Kenneth R. VanVoorhis, and G. Donald Porterfield. "Organizational Communication: An Historical Survey," The Journal of Business Communication, 11, 4, 1974, pp. 3-24.

This is a collection of four papers which briefly trace the development of Organizational Communication in this century. The authors concentrate on seminal thinkers and their works.

Porter, Lyman W. and Roberts, Karlene H. "Communication in Organizations," chapter 35 in Dannette, Marvin ed. Handbook of Industrial and Organizational Psychology, Rand McNally, 1976, pp. 1553-1589.

An excellent background review of psychologists' ways of looking at communication. Unfortunately it suffers from the authors' lack of knowledge of the organizational communication literature.

Redding, W. Charles. Communication within the Organization: An Interpretative Review of Theory and Research. Industrial Communication Council, Inc., 1972.

This book can be viewed as a comprehensive survey of published research relevant to O.C., but it is more important as a statement of the Organizational Climate Approach (the Purdue School) to Organizational Communication Theory.

Whyte, Jr., William H. and the editors of Fortune. Is Anybody Listening? Simon and Schuster, 1952.

Subtitled "How and why U.S. Business fumbles when it talks with human beings," this is the classic, critical review of business communication practices.

Bibliographies:

Carter, Robert H. Communication in Organizations: A Guide to Information Sources. Gale Research Company, 1972.

The most comprehensive bibliography on the topic, this contains more than a thousand annotated references divided into nine sections and more than seventy subsections.

Greenbaum, Howard H., Raymond L. Falcione, and others. Organizational Communication Abstracts 1974. American Business Communication Association and International Communication Association, 1975. ERIC Document ED 114 866.

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The first in a series of annual abstracts, this bibliography contains more than 400 annotated references representing the literature produced in 1974 relevant to organizational communication. Since 1979,the abstracts have been published by Sage Publishers. This is THE place to start literature review in organizational communication.

Voos, Henry. Organizational Communication: A Bibliography. Rutgers University Press, 1967.

This bibliography contains 301 annotated references covering fifteen major concepts related to theory, research, and/or management of organizational communication.

II. Theories of Organizational Communication

Barnard, Chester I. The Functions of the Executive. Harvard University Press, 1938.

This is the classic work on the importance of communication to organizational theory, managerial performance, and the executive functions. Based on personal experience, the book describes Barnard's normative theory of executive behavior.

Daft, Richard L. and Wiginton, John C. "Language and Organization," Academy of Management Review, 4, 2, 1979, pp. 179-191.

An introduction to the idea that natural language may be superior to mathematical language for describing many organizational processes.

Farace, Richard V., Taylor, James A., Stewart, John P. "Criteria for Evaluation of Organizational Communication Effectiveness: Review and Synthesis" in Ruben, Brent D. ed. Communication Yearbook 2, Transaction Books, 1978, pp. 271-292.

This review presents and analyzes some twenty-one criteria for evaluating the effectiveness of organizational communication structures, messages, media, communicators, costs, and efficiency.

Farace, R. Vincent and Donald M. McDonald. "New Directions in the Study of Organizational Communications," Personnel Psychology, 27, 1974, pp. 1-15.

This is an argument that the theoretical concepts employed in organizational communication can best be ordered according to the dimensions of Structure, Function, and Systems Level. This leads to analysis of specific concepts and research implications.

Grunig, James E. "Organizations and Public Relations: Testing a Communication Theory," ERIC Document ED 132 580, 63 pp., 1976.

Presents, operationalizes and tests a theory of interpersonal communication behavior in organizations.

Hage, Jerald. Communication and Organizational Cybernetics in Health and Welfare Settings Control. Wiley-Interscience, 1974.

An excellent study documenting that increasing specialization in professional organizations is causing a shift from mechanical models of authority feedback control to organic models of feedback control through socialization.

Harris, Linda and Cronen, Vernon E. "A Rules Based Model for the Analysis and Evaluation of Organizational Communication," ERIC Document ED 155 753, 37 pp., 1978.

Presents and tests a model for viewing an organization as a culture defined by a collectively accepted master contract.

Lederman, Linda C. and Rogers, Donald P. "Parallel Evolution in Science: The Historical Roots and Central Concepts of General System Theory; and General Systems Theory, Modern Organizational Theory, and Organizational Communication," ERIC Document ED 127 653, 60 pp., 1976.

Two articles focus on the relationship of General Systems Theory to organizational communication.

Melcher, Arlyn J. and Ronald Beller. "Toward a Theory of Organizational Communication: Consideration in Channel Selection," Academy of Management Journal, 10,1, 1967, pp. 39-52.

Focusing on internal communication and written from a mass communication theory perspective, this is a normative consideration of factors involved in communication systems design.

O'Reilly, III, Charles A. and Pondy, Louis R., "Organizational Communication," Chapter 6 in Kerr, Steven, ed. Organizational Behavior. Grid Luc., 1979, pp. 119-150.

A good attempt to argue that organizational variables influence communication networks and roles thus affecting the communication process and producing certain communication outcomes.

Rubenstein, Albert H. and Chadwick J. Haberstron. "Communication," in Rubenstein, Albert H. and Chadwick J. Haberstron, eds. Some Theories of Organization (Homewood: Richard D. Irwin and The Dorsey Press, 1966, Revised Edition), pp.367-382.

A discussion of the role of communication in Organization Theory, this article covers forms of communication, research questions, uses of organizational communication, and mathematical theories.

Thayer, Lee O. Communication and Communication Systems: In Organization, Management, and Interpersonal Relations. Homewood, Richard D. Irwin, 1968.

This is the best statement of a Systems Theory approach to organizational communication.

III. Teaching, Research, and Consulting

Bateman, David N. and Miller, Jeffery "Employee Communication for the 1980's" Journal of Business Communication, 8, 3, 1981, pp. 3-10.

This article summarizes the S.I.U. studies of what information employees are interested in receiving.

Falcione, Raymond L. "The Communication Consultant in Organizational Settings," ERIC Document ED 168 096, 16 pp., 1978.

Discusses the process of organizational consulting with specific applications to communication.

Gildea, Joyce A. "45,000 Employees Judge Effectiveness of Internal Communication," Journal of Organizational Communication, 10, 3, 1981, pp. 3-11.

This article discusses the results of the 1980 IABC/TPF&C Employee Communication Survey including major sources of information and subjects of interest.

Goldhaber, Gerald M. and Rogers, Donald P. Auditing Organizational Communication Systems: The I.C.A. Communication Audit. Kendall-Hunt, 1979.

Describes in great detail the methods and results of the I.C.A. Communication Audit.

Hellweg, Susan A. "Sources of Funding for Organizational Communication Research," ERIC Document ED 175 066, 18 pp., 1979.

This paper is intended to help researchers get grant money by showing them how grant agencies classify and evaluate proposals.

Rogers, Donald P., Rita Rice Flanigam and Hilary Horan. "Resources for Teachers of Organizational Communication," ERIC/RCS Document ED 109 729, 48 pp., 1975.

Educational resources contained include: 12 texts readers, 75 reference books, 1' publishers active in the field, more than 300 articles, almost 200 journals, over 50 films, 9 film distributors, and sources of simulations and games.

Wilo, Osmo A. Contingencies of Organizational Communication. Helsinki School of Economics, 1978.

Originally published in Finnish, this work is the most comprehensive analysis of the LTT Communication Audits yet published.

IV. General Concepts in Organizational Communication

Bavelas, Alex. "Communication Patterns in Task Oriented Groups," Journal of the Acoustical Society of America, 22, 1950, pp. 725-730.

This is the earliest report of the M.I.T. Rand experiments on communication which pioneered the laboratory studies approach to organizational communication.

Dahle, Thomas L. "An Objective and Comparative Study of Five Methods of Transmitting Information to Business and Industrial Employees," Speech Monographs, 21, 1, 1954, pp. 21-28.

In three related experiments, Dahle found that the combination of oral and written media was the most effective method of transmitting information to employees.

David, Keith. "Management Communication and the Grapevine," Harvard Business Review, 31, 5, 1953, pp. 43-49.

This is a report of the Jason Company study describing the grapevine as an informal communication system which is fast, selective, and internal. The structure of the organization creates cross-communication and isolated groups.

Dunning, Robert S., and Sincoff, Michael Z. "The Upward Progress of Unusually Good Ideas in a Four-Tier Hierarchy," ERIC Document ED 157 119, 37 pp., 1978.

An excellent and practical introduction to the problem of information flow in organizations.

Indik, Bernard P., Basil S. Georgopoulos, and Stanley E. Seashore. "Superior-Subordinate Relationships and Performance," Personnel Psychology 14, 1961, pp. 357-374.

This study of 975 employees of a package delivery company found that the openness of communication channels between superior and subordinate was directly related to job performance and organizational effectiveness.

Judd, Larry R. "Research Frontiers of Corporate Advocacy" ERIC Document ED 180 049, 12 pp., 1979.

Explains the concept of corporate advocacy and discusses the developing literature.

Leavitt, Harold J. "Some Effects of Certain Communication Patterns on Group Performance," Journal of Abnormal and Social Psychology, 46, 1, 1951, pp. 38-50.

This was a description of the network experiments, mathematical indices of dispersion, centrality, and peripherality and the effects of different communication structures on speed, accuracy, organization, leadership, and morale.

Monge, Peter R. and Lindsey, George N. "The Study of Communication Networks and Communication Structure in Large Organizations," ERIC Document ED 095 589. 44 pp., 1974.

An excellent introduction to the metrics of network analysis and their use in organizational research.

Maier, Richard L. "Communications Overload: Proposals from the Study of a University Library," Administrative Science Quarterly, 7, 1962, pp. 521-544.

This is an analysis of the strategies employed by an organization when the demands on its communication system exceed the network's capacity.

Reed, William H. "Upward Communication in Industrial Hierarchies," Human Relations, 15, 1, 1962, pp. 3-15.

In this classic study, Reed found that subordinates with high upward mobility aspirations tended to distort problem related information even when they perceived their supervisors as trustworthy or powerful.

Rogers, Donald P. "The Relationship of Open Communication to Organizational Success: An Exploratory Study of the Indirect Hypothesis," ERIC Document ED 151 888, 13 pp., 1978.

A study intended to explore the causal relationship between open communication and organizational success by positioning an intervening variable—innovativeness.

Steele, Frite. The Open Organization: The Impact of Secrecy and Disclosure on People and Organizations. Addison-Wesley, 1975.

A thought provoking discussion of organizational communication openness including sections on the limits of openness, the dynamics of low disclosure, and the potential outcomes of increasing disclosure.

Stewart, Lea P. "Whistle Blowing: Implications for Organizational Communication Scholars," ERIC Document ED 192 392, 28 pp., 1980.

Describes the process of whistle blowing and reviews the literature relating it to the study of organizational communication.